

II. SUMMARY OF EXPERIENCE & QUALIFICATIONS

The Hines-Dawson-Russell ("H/D/R") team is exceptionally well qualified to realize the vision of the MMPT. Each of the Equity Members has long-standing, successful development history in Atlanta and collectively have pertinent global experience in envisioning and executing large-scale Transit-Oriented Developments ("TODs") similar in scope and complexity to the MMPT. **Hines**, one of the largest development organizations in the world and having been active in Atlanta for 30 years, has a long and distinguished track record of conceptualizing and executing large scale, complex development projects around the world with a commitment to quality design, sustainability, re-defining market standards and long-term value creation. **The Dawson Company**, founded and active in Atlanta since 1969, has for the last 15 years focused the majority of its business in TOD projects with significant public participation through Public-Private Partnerships ("P3"). **H.J. Russell & Company**, has been an urban pioneer with deep Atlanta roots and over 50 years experience in transformative urban development. The team's Major Technical Sub-consultants, **HOK** and **URS Corporation**, are both global organizations offering world class urban planning, design and engineering expertise with particularly relevant TOD experience – URS Corporation has worked on every major transit system in North America; HOK has completed or is currently involved in more than 16 TOD projects around the world. In addition, our team of Other Technical Sub-consultants has been carefully selected for their leading expertise in several of the key functional specialties (public finance and compliance, P3 structuring, public relations, stakeholder participation, place-making, land use and entitlements, environmental engineering, structural engineering and parking among others) that will enable success of the MMPT project.

Proven Large-Scale TOD Track Record – With projects such as Porto Nuova in Milan, Italy encompassing over 71 acres and 3.8 million square feet of development and numerous transit modes, Diagonal Mar in Barcelona, Spain that repaired a 84 acre underutilized hole in the city with over 4.5 million square feet of development and reconnected it to the sea and the redevelopment of Baltimore's Historic West Side which reconnects the University of Maryland and the CBD around a TOD in a historically significant area as a few examples, H/D/R has a deep base of experience from which to draw and apply to the MMPT. Having successfully completed in excess of 20 large-scale transit-oriented developments across the world, the H/D/R team collectively offers a wealth of award-winning TOD experience that is pertinent to the MMPT project.

Extensive P3 Experience and Financing Capability – The H/D/R team individually and collectively have an extensive network of private and public funding sources, including some of the largest and most sophisticated institutional investors in the world that are interested in large-scale TODs and urban revitalization projects. Having collectively completed in excess of 250 million SF of development and 500 million SF of development, acquisition and related real estate investment, the H/D/R team has the track record and relationships to secure financing for the largest and most complicated projects in the world. In addition, our team of subconsultants includes financing specialists who have successfully structured and financed P3 projects around the globe and can bring innovative financing strategies to a project as large and complex as the MMPT.

Urban Planning, Design and Technical Excellence – The H/D/R team's planning, design and engineering professionals have been involved in some of the most complex urban re-development projects in the world. The team's planning and design philosophy will extend beyond creating iconic architecture and sound technical solutions, but will also ensure that the overall development can be realistically implemented in a phased manner, offer flexibility of uses to mitigate market cycles, create development momentum and focus on both up-front capital and life cycle cost parameters. We believe our comprehensive approach will result in a more responsible and ultimately successful outcome.

Global Best Practices – The H/D/R team's extensive US and international experience sets it apart. The team will bring its collective expertise and experience to deliver best in class solutions from a global perspective. The vast database of knowledge and team of tenured professionals provide the H/D/R team a unique perspective and set of skills that draw on the highest and most optimal (as merited by the project) of domestic and international design and construction standards.

Sustainability Leader – The H/D/R team has a proven track record and highly qualified professionals to maximize sustainability for the project. Hines, for example, has long been a partner of and multi-year award recipient from the US Green Building Council (LEED) and EPA (Energy Star) and today has in excess of 107 million SF certified or registered for LEED and over 84 million SF Energy Star buildings in its development portfolio, the most of any development firm in the U.S. Hines expertise in sustainable development extends well beyond its commercial development business as evidenced by the recently completed first LEED certified football stadium in the U.S. for the University of Minnesota.

Extensive Civic and Commercial Development Expertise – Collectively, the H/D/R team has an exceptional and successful design and development experience record in all of the major potential commercial and public/civic/cultural uses that will likely comprise the MMPT site area and neighboring properties. This broad experience will ensure functional design of all of the public components of the project and the creation of a highly functional master plan that will appeal to the broadest segment of the development community to enhance development momentum.

III. SUMMARY OF MMPT UNDERSTANDING AND PROJECT VISION

The H/D/R team is uniquely positioned to “hit the ground running” as many of our team members have had meaningful involvement in previous efforts to examine the possibilities for the “gulch”: HOK, with its involvement in the Green Lines Study; URS with previous investigations into the site with GRTA; Walter P. Moore for its recent structural evaluation of MARTA Five Points station; Hines with the development of 191 Peachtree over the active Peachtree MARTA station; Dawson and Russell with their experience on the urban developments in the neighboring residential areas; and many of our other consultants with their experience in site specific land use, existing conditions and market dynamics – Our learning curve is short.

Goals and Ambitions of the Atlanta MMPT Project:

- Promote transfers between many different transportation modes, as well as pedestrian and bicycle access in a way that is efficient, logical and safe.
- Increase transit ridership – helps create a reason for a typically non-transit oriented public to choose and utilize transit
- Provide further connection and enhancement to Hartsfield – possibly even an extension of Hartsfield on a regional level
- Support passenger rail while at the same time closely coordinate with potential increased freight rail as a result of blossoming Savannah port activity
- Reconnect a broken city grid, improving both vehicular and pedestrian flow while bringing together 4 quadrants of the CBD
- Become an economic driver, supporting development, commerce, jobs, values and public revenue.
- Include flexibility for cost and functional efficiency of incorporating additional transit modes in the future (eg. High speed rail) when economically justified – a phased realization.
- Support both near “near term” economic development while simultaneously providing for long term expansion – phased realization of ancillary uses such as commercial, retail, residential, civic, entertainment and open space
- Respect and enhances the character of the surrounding area, taking into account appropriate historical references while at the same time advancing the image of the area.
- Encourage mixed use private development in the surrounding areas that complements the MMPT and increases value
- Promote renewed and sustained growth of residential, commercial, civic and entertainment/hospitality components of the City

Project Vision:

The MMPT is more than just a train terminal....and needs to be more than just a connection point. The MMPT must be a destination – a place that people desire to visit and experience over and over again. Merely creating a confluence of transit does not in and of itself create an economic and social driver. There are many examples of transit nodes that have not resulted in successes by any measure. We have to create something unique and special that generates the desire of people to utilize transit and seek this as a destination. It needs to be inviting, exciting, novel and iconic. It needs to be efficient and sustainable – environmentally, socially and economically. It is really a collection of projects, not a single event. This is an opportunity to create a “game changer” much in the way that Hartsfield and the Olympics were for Georgia. With over 100 acres in the center of a world class city, this project can become the next catalytic project for Atlanta and Georgia.

Key Elements of the MMPT Project and Ancillary Development:

- An Iconic Terminal Building that becomes the important civic building for all of the city of Atlanta
- An iconic tower and associated mixed-use development that reinforces the importance of the place, creates a “calling card” on the skyline and anchors a vibrant urban neighborhood
- A dynamic public open space that stitches the heart of the City back together and links Centennial Olympic Park, the Green Line, Castleberry Hill and the neighborhoods beyond
- An inter-connected, multi-level, multi-modal transit hub that links three MARTA stations, a bus terminal, the streetcar as well as future inter-city and regional High Speed Rail
- An extended street grid that creates development parcels and reconnects the city in a pedestrian friendly way
- Direct connections to the entertainment, tourist and convention venues, the government center, adjacent residential neighborhoods, Georgia State University, the historic city fabric and the CBD
- Leveraging and extending the development momentum and impact of Centennial Olympic Park
- A revitalized Five Points MARTA station that provides efficient access to the trains via a dynamic street level urban plaza
- A new level of importance for MLK Drive as the entrance to the MMPT

IV. SUMMARY OF HOW TEAMS WILL BE MANAGED AND FUNCTION

On behalf of GDOT and the stakeholders, the H/D/R team will coordinate all activities related to the assignment. On numerous levels the members of our team have long and successful working relationships and we fully envision a cohesive and collaborative process. A project of this magnitude and complexity involves technical, social, financial, economic and civic input.

We have organized the team in two primary activity areas as they require different skill sets; (i) Technical related tasks and (ii) Business-related tasks. The technical related tasks will include all physical design, engineering and constructability aspects of the projects and the business related tasks will include land use/entitlements, financial structuring, market analysis, public relations and implementation plan. A single tenured manager will oversee and coordinate each of these primary activities and each team will work in tandem with each other providing necessary analysis and inputs according to the detailed activity and scope requirements. Senior leadership from H/D/R will support the teams with conceptualization, resource marshalling, visioning and business guidance. The primary point of contact for GDOT will be the project manager overseeing the technical related tasks – or the Single Point of Responsibility (“SPOR”) – to promote efficient and accurate communication and responsibility while having the business tasks drive the ultimate technical solution and incorporate it as one comprehensive plan.